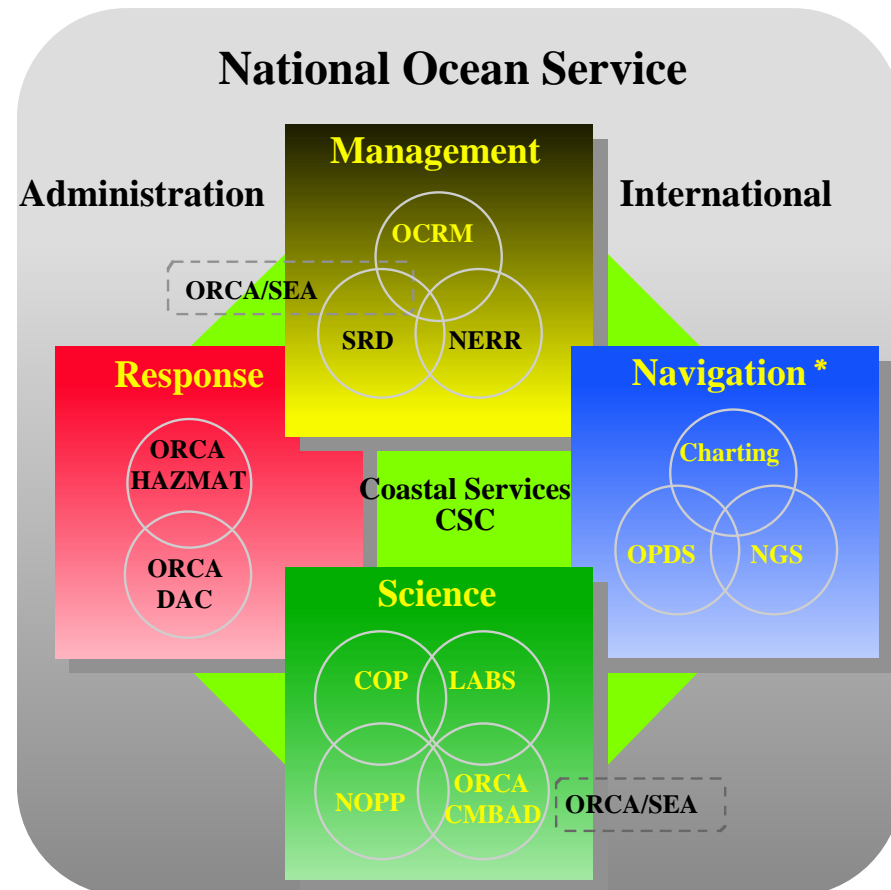


# How NOAA's National Ocean Service Will Evolve

*This document describes the process of evolution under way at NOAA's National Ocean Service (NOS). It emphasizes the systematic and planned nature of the approach being used to help position NOAA to meet the challenges of Coastal Stewardship in the 21st Century, and recognizes existing program overlaps and changes already under way to meet the redefined NOS mission.*

*General information on the broadened NOS mission and changes within NOS can be found in the Coastal Stewardship Forum, a periodic series to help initiate and support a national dialogue on Coastal Stewardship. Volume 1 focuses on the nature, needs, and scope of Coastal Stewardship, and*

## A new NOS Organizational Scheme



\* Navigation will consist of 1 or 3 components pending an evaluation, forthcoming December 1, 1997

*how NOAA and NOS are responding to improve effectiveness in this area by redefining their programs.*

## Evolution in NOS

As it is implemented, the process will create new, innovative internal and external partnerships to increase our efficiency and our ability to meet goals. The process also requires critical evaluation of our own performance. This means that the new NOS will be adaptable to changing needs and requirements; it does not mean that NOS will be continually changing.

## A 12-month Process.

The process of transition has already begun. Over the past several months, NOS employees, as well as our constituents, have participated in a number of exercises to critically evaluate how NOS can take advantage of new opportunities. Over the next several months, NOS will implement a planning and decision-making process to revitalize our structure, improve operations, and increase partnerships with all coastal stewards.

We are at the point where we will begin to plan for, and implement, many of the changes that have been recommended. As an example, efforts are already in place to initiate a "cross-cutting" team to integrate NOS remote-sensing capabilities.

## Three Phases of Transition

Changes within NOS will occur in three phases. The first phase focuses on planning and designing a framework for transition. The second phase will focus on developing a Transition Plan, and the third phase on implementing the plan within the organization.

This transition recognizes existing program overlaps and that implementation of change has already begun within NOS.

## Phase 1. Designing the Transition.

This phase is almost complete. A Transition Planning Team has been established to develop a framework for the transition. The team has produced an outline of the transition plan document, developed a list of activities that must be completed for transition, established a



preliminary schedule for meeting goals and needs (particularly over the next six months), and is developing a World Wide Web site to encourage and promote open and continuous communication during the transition to the “new NOS.”

**Phase 2. Developing the Transition Plan.** This phase will involve designing and implementing the transition. Small working groups will be comprised of staff from NOS as well as NOAA. These teams will be given short-term, priority assignments to build components of the transition plan.

They will be charged to identify and describe the required tasks for implementing the elements of the Transition Plan. The teams will identify appropriate methods, personnel, schedule, and performance criteria to ensure the tasks are carried out and are successful. Such assignments are considered a top priority and provide NOS staff with an opportunity to effect change.

**Phase 3. Implementation.** A subset of priority activities will have been implemented before the transition plan is completed. However, the majority of the implementation tasks associated with the redefined NOS mission will begin in 1998, once the Transition Plan is completed.

#### Operational Implications

Taking a leadership role in coastal stewardship for the Nation involves improving NOS programs, capitalizing on opportunities for integration, initiating more active partnerships with stakeholders, and broadening our perspective to meet customer needs.

#### Next Steps

Elements of the Transition Plan to be addressed over the next six months will include developing and implementing: interim guidance on the transition, and also a new NOS Science Policy. A comprehensive NOS decision and planning process will also be developed that brings together

both “top-down” and “bottom-up” approaches. In addition, specific cross-cutting initiatives will be identified and initiated.

### Timing for Implementation of Changes in NOS

